

## ASSESSMENT OF LEADERSHIP AND SERVICE DELIVERY AT LOCAL MUNICIPALITY IN SOUTH AFRICA

<https://doi.org/10.47743/jopafl-2024-31-22>

**MOTHOBBI Anna**

Tshwane University of Technology South Africa  
ammothobi@gmail.com

**EDOUN Emmanuel**

Tshwane University of Technology South Africa  
[edounei@tut.ac.za](mailto:edounei@tut.ac.za)

**NAIDOO Vinessa**

[naidooV@tut.ac.za](mailto:naidooV@tut.ac.za)  
Tshwane University of Technology South Africa

*Abstract: Leadership is a very important element for effective service delivery. However, Madibeng Local Municipality is exposed to excessive corrupted related activities. Information gathered on the ground revealed that, projects are not completed due to political fighting on the group.. There are no plans in-place to offer good services. Money is squandered. Top management including the mayor are involved in corrupt related activities. They are only concerned about their positions, power and money. Projects are not completely e.g. water treatment and reticulation plant that started in 2015 have not been completed. There is no monitoring of approved plans, no evaluation of employee's performance. Plans are not revisited to ensure implementation. Madibeng leaders are not accountable, responsible and eager to improve service delivery. They are power hungry, concerned about their personal gain and positions. No projects or approved plans to improve our situation. Corruption, greed and bribery is at the centre of Madibeng. Madibeng municipality was put under administration twice recently but there's no change/ improvement in service delivery. The mayor is failing the Madibeng community because of lack of effective leadership. Using a quantitative research approach, the study provides findings of the study that was done in the Madibeng Local Municipality.*

*Keywords: Leadership, Madibeng local municipality, Political fighting, Monitoring, Evaluation*

### Introduction

South Africa is committed to a program of strengthening local governments for effective service delivery. Early observations showed a significant improvement in basic service delivery in the country. This is consistent with the 1994-started program for development and reconstruction. However, many homes still lack access to essential amenities like power, free health care, clean water, and sanitary. The failure to provide these basic services led to the outbreak of numerous demonstrations by the citizens. The recurring difficulties experienced by the Madibeng Local Municipality in the North West of South Africa regarding principal service delivery include: “poor road connection between rural and town centres, lack of proper maintenance of water infrastructure, land development and reform, poor electricity connections and provision and road maintenance” (Khale and Worku 2013:61) . Using a quantitative research assessment , the paper was able to provide results on which areas are in need of serious attention.

## **Review of the related literature**

South Africa is having leadership challenges in local governments. According to Mbandlwa, Dorasamy and Fagbadebo (2020:1645), unethical leadership behaviour has contributed to the management problems in South African municipality systems. The progress made by the democratic government is overshadowed by the South Africa's local governments. According to Sharma and Jain (2013:309), leadership is the capability to motivate followers to develop teamwork and achieve organisational objectives". Long-term survival and growth of all organisations is dependent efficient leadership (Rigii, 2017:643). The direction and coordination of work and the building of interpersonal relationships all depend on leadership. A leader's potential to show their followers the need of achieving organisational results is critical to the leadership process (Rigii, 2017:643). The effectiveness of leadership is measured by excellent results such as quality production and services (Rigii, 2017:643).

### *Authentic Leadership*

This kind of leadership is about a leader's capacity to persuade subordinates to work toward a common aim (Sharma and Jain, 2013:309). Leaders can complete this process by putting their training, experience, and knowledge to use. to develop people's leadership skills (Sharma and Jain, 2013:310). Leaders must also have particular personality traits, for example, vision, traits, and behaviour that have a vital role in creating values. Leaders should further be able to enhance people's strengths and implement expertise to inspire others to attain the wanted objectives (Sharma and Jain, 2013:311).

### *Trust in Leadership*

The dynamic, interpersonal connection of trust has special working ramifications. According to Bligh (2017:319), trust is the expectation that one person has of another regarding their words, deeds, and capacity to keep their word. Trust demonstrates its meaning in situations in which individuals rely on others. As a result, trust becomes important in maintaining relations between leaders and employees, with specific roles, and ranks of power and status (Bligh, 2017:319). The bottom line of an effective and significant leadership is represented by trust that constitutes the building blocks of organisational relationships between leaders and other stakeholders (Bligh, 2017:320).

### *Employee trust in leaders and organisational performance*

Employees trust can be multidimensional and represents a psychological readiness to deal with weakness based on constructive expectancies from the purposes or conduct of another. It has to do with how much faith one has in other people to act justly and respectably. In other terms, followers' trust in their leader's intentions and deeds is referred to as employee trust in leaders. (Asencio,2016:10)

### *The effects of employee trust in leaders*

Trust in leaders is thought to mediate the relationship between various leadership behaviours and employee attitudes, according to available empirical studies in private-sector contexts. When leaders are consistent about how they evaluate, penalize, and keep

track of performance and underperformance, their subordinates grow to trust them. Leaders that exhibit transactional leadership behaviours are more likely to enjoy the trust of their followers. Employees that have confidence in their leaders consequently exhibit higher levels of performance. ( Asencio, 2016:10)

#### *Concept of Service delivery*

“Service delivery” is used to describe the allocation of basic resources that people depend on like housing, sanitation, land, infrastructure, electricity and water (Le, Janice, Jesper and Rachana, 2014:1). For Rigii (2017:645), service is the comprehensive presentation of the requirements for the client. According to the Municipal Research and Service Centre (1993), supplying public services represents the act of offering basic needs that include trash disposal and street lighting (Makanyeza, Kwandayi, and Ikobe, 2013:1).

Service delivery is associated with provision of tangible and no-tangible goods and services. Government institutions, non-profit organisations, individuals, private companies, and other organisations can also provide goods and services to communities (Rigii, 2017:645).

In this study, "service delivery" denotes the allocation of basic amenities that people living in MLM communities expect the government to supply, such as access to clean water, electricity, sanitary facilities, garbage collection, decent housing, and roads.

#### **Antecedents of Authentic Leadership**

Boateng and Addai, (2018:37) assert that to act honestly, people must be aware of who they are and act accordingly. As a result, self-awareness and self-restraint are regarded as essential characteristics of real leadership.

#### *Self-Knowledge*

Several authors have made the case that developing self-knowledge is essential for the growth of authentic leadership. Leaders who are in-tune with who they are do not stray from their core beliefs. Leaders who know and understand themselves can create a significance system from which to think, feel and act genuinely. Genuine leaders can adhere to and act in accordance with their principles even when pressed by societal or environmental forces. To put it simply, to operate in a way that is regarded by their followers as authentic, leaders must be aware of their own values, principles, personal strengths, and shortcomings (Sahin,2015:122)

#### *Self-Consistency*

Beyond simply knowing themselves, Boateng and Addai, (2018:37) contend that in order to be portrayed as efficient leaders, leaders must show "consistency when applying their values, beliefs, and actions." Self-consistency is a further indicator of true leadership, as a result. Authentic leaders who behave accordingly do not compromise their own values and principles, rather than relying solely on behavioural style to distinguish them from inauthentic leaders. "Authentic leaders are more efficient in leading others since these leaders are perceived as consistent with their true selves," Through their ideals, purpose, voice, and behaviours, they reveal their genuine selves. A leader is therefore viewed as having a high level of self-consistency. For leaders to engage in authentic leadership practices, several traits are essential. For instance, leader self-learning and self-consistency

appeared to be predecessors for authentic leadership; the former is a gradual process necessitating leaders to understand their own powers and shortcomings and constancy when exercising their convictions, traits, and actions. (Boateng and Addai, 2018:37)

### **Research Methodology**

In this paper quantitative research approach was used to collect and analyse relevant data . Quantitative research is a process that uses numerical data obtained from a population from which a sample is derived (Maree & Peitersen, 2016:162) The three most essential elements in this definition are objectivity, numerical data, and generalisation. Quantitative research further relies on numerical data to test the connection between the variables and to describe the trends between the related variables. (Charles & Mentler, in Clark & Ivankova, 2016:307)

### *Research Design*

The research design is a broad approach of providing answers to the research questions. It guides the specific technique to be used to reach the research objectives. It is crucial that the study design demonstrates why it is considered suitable for a specific study (Saunders et al. 2019:137).

### *Population and Sampling*

A population represents a group of individuals, an event, or a condition to which they are exposed as defined by Cresswell, and Creswell (2018:32). According to Statistics South Africa (2021), there are 41 334 people living in Letlhabile. For this study, participants were selected from the working class in Letlhabile Ward 9. The working class constituted 36% of the total population of 8286 which equals 2983. The sample size is 317 participants. Maree (2016:192-193) asserts that having a sample frame that is complete and current is crucial when obtaining a simple random sample. The population elements must all be given sequential numbers so that they can be recognized individually. The actual drawing of a sample considers both random numbers and the extraction of the sample size.

### *Data Collection*

In the current study, a structure questionnaire was used to gather data. Due to Covid-19 restrictions, the questionnaire was distributed to targeted participants using online platforms such as Survey monkey or Google form for participants who have access to email. Hard copies of the questionnaire were directly sent to the participants who had no email addresses. The questionnaire included an informed consent document that explained study's goals, data confidentiality, and the disclosure of the research findings to the participants. To emphasize the confidentiality of the data collection procedure, an information sheet with detailed instructions was made available.

### *Data Analysis*

Sahin (2015:128) asserts that organizing data to make it ready for analysis is the starting point in quantitative data analysis process. The data entry process consists of entering the information into the Statistical Package for Social Sciences also known as SPSS for data outputs generation. Factor analysis descriptive statistics, frequencies, correlation and

regression analyses are among the statistical methods employed throughout the data analysis procedures for this study

### Infrastructural Development Services

#### *Water Supply*

Figure 1 depicts that:

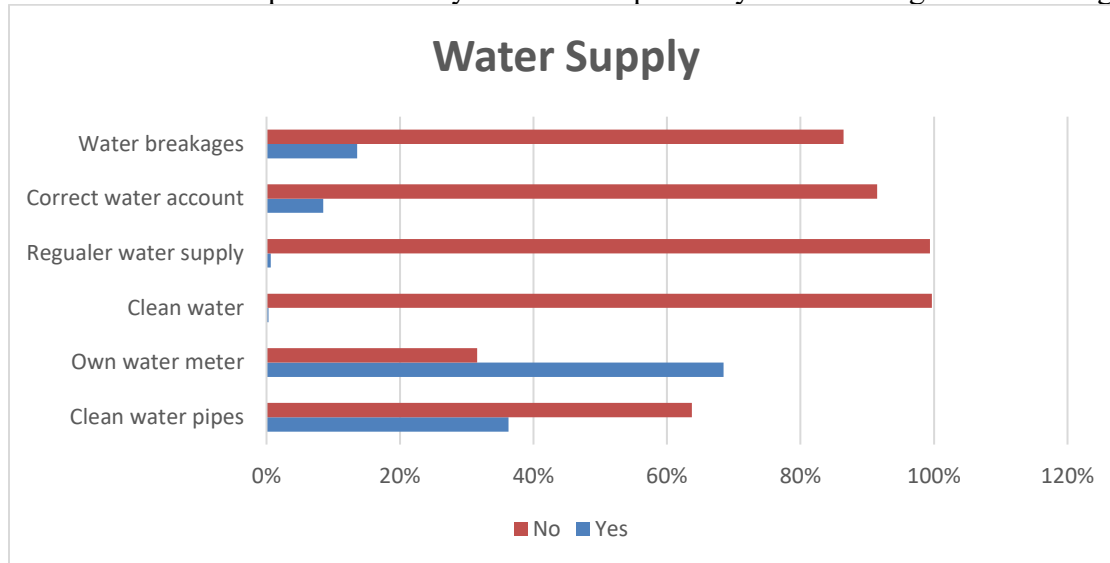
36% and 64% of respondents said yes and no respectively about having clean water pipes. 68% and 32% of respondents said yes and no respectively about having their own water meter.

100% of respondents said no to having clean water.

1% and 99% of respondents said yes and no respectively about having a regular water supply.

9% and 91% of respondents said yes and no respectively about having correct water accounts.

14% and 86% of respondents said yes and no respectively about having water breakages.



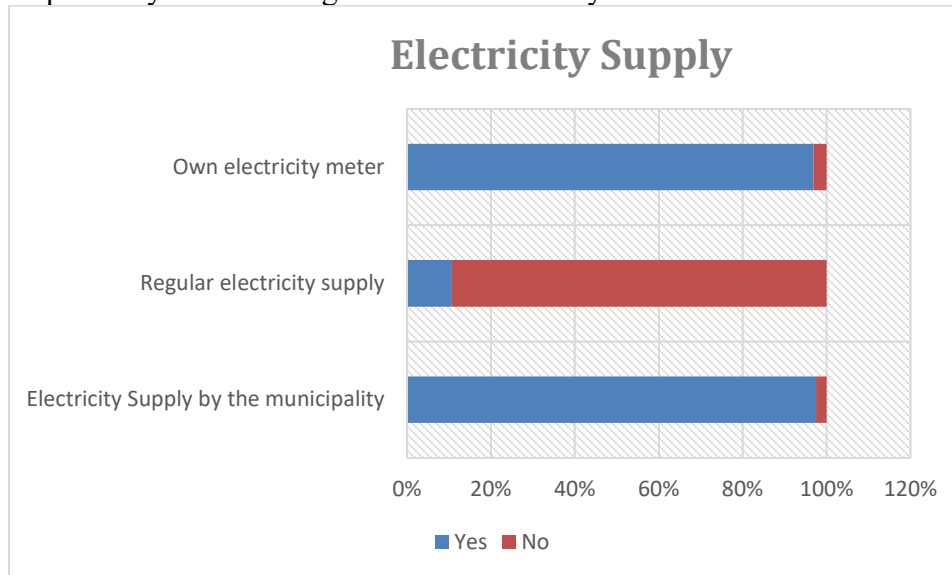
**Figure 1: Water Supply**

The water supplied by Madibeng is polluted, stinking and sometimes brown in colour. The water from the pipes is not clean, it is smelling and not good for consumption at all. The municipality itself encourages us to boil their water before drinking it. Water supplied by Madibeng is not clean and good for consumption. It makes people sick with virus. The water is not good for consumption. Water treatment plant is not properly maintained. Water supply is so poor that, I have ultimately installed a borehole. Water is life, what can you do without water. Water treatment plant is not well maintained; hence we find tree branches in pipe water. Children, adults including the aged got sick because of this water. People buy purified water in the local supermarkets because Madibeng water is not healthy and fit for consumption. The water is not clean, not tasty and bad for consumption. It is sometimes smelling sewer, brown in colour. Water treatment plant is not accurately maintained by skilled workers. Water from Madibeng is polluted and not good for consumption. Our water treatment plant is not well maintained, because unskilled workers are deployed to

department where they're not qualified for. The water is polluted, smelling sewer and totally not good for consumption. We use Madibeng water for washing, cleaning, bathing, but not for consumption. We buy clean water from the shops. People get sick because of this unhealthy water of Madibeng. People experience water shortage everyday due to poor service delivery and due to incapability of clean water supply from Madibeng municipality. No accurate water readings taken regularly, and the account are not accurate; hence there is no payment of services. Plus/minus 80% of Letlhabile residents do not pay for services because of poor service offered and polluted water supplied. Politicians influenced residents to not pay for services for their personal campaigns/gains, now people are in deep debts. Their bills have escalated so high that they are unable to repay. Madibeng has no mechanism of encouraging residents to pay for the services or bills.

### Electricity Supply

Figure 2 depicts that 97% and 3% of respondents said yes and no respectively about getting electricity from the municipality. 11% and 89% of respondents said yes and no respectively about having a regular electricity supply. 97% and 3% of respondents said yes and no respectively about having their own electricity meter.



**Figure 2: Electricity Supply**

The electricity supplied by Madibeng is extremely expensive and it costly to all customers especially to the needy and pensioners. Most of the residents are not buying electricity. They have bridged their meter-boxes and steal electricity. Some houses do not have electricity meters

### Residential streets, Roads, Stormwater and Housing

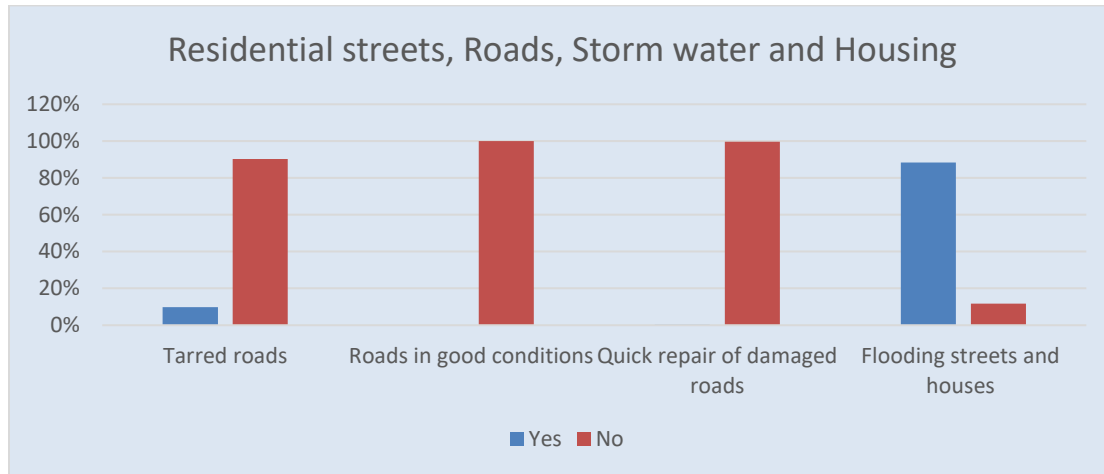
Figure 3 depicts that:

10% and 90% of respondents said yes and no respectively about having tarred roads.

100% of respondents said no to having good, conditioned roads.

100% of respondents said no respectively about having quick repair of damaged roads.

88% and 12% of respondents said yes and no respectively about having flooded streets and houses.



**Figure 31: Residential streets, roads, stormwater, and housing.**

Only one main road is tarred. Few streets where the councillors reside are paved because they only think of their own personal gain and comfort. Money/Budget which was allocated for paving 15 years back was stolen, squandered, and misused for personal gain. No one was held accountable even today. There is no proper budget for road maintenance. Tenders are offered to unskilled people; hence proper and quality service of fixing roads is not done. Streets and roads in our area are not maintained at all. Not even a grater is used to level the gravel roads. Potholes are a major problem. Some streets have turned into dongas and cars are unable to drive on. Roads and streets are not maintained. Roads have potholes. Our streets are not managed/ attended to for the past 20 years. There is no good leadership and proper mechanism to deal with road infrastructure to the benefits of the customers. Municipality takes months before it can repair damaged roads. When it does repairs, the quality of work is poor, and the same problem recurs. Customers' needs and safety are not prioritised and their lives are taken for granted. Madibeng municipality is unable to deal with storm water; they have no skilled workers. Town planning is not effective, and customer's houses are always flooded. Storm water is a serious life- threatening situation; roads are flooded so is our houses. Proper provision and maintenance of the storm water drainage has never been well constructed. Even continuous maintenance is not done to save customers lives.

Condition of residential streets, roads and stormwater systems

Figure 22 depicts that 2%, 31% and 68% of respondents said the condition of streets, roads and bridges is adequate, inadequate, and totally inadequate respectively. 1%, 8%, 21% and 70% of respondents said maintenance of the stormwater drainage system is good, adequate, inadequate, and totally inadequate respectively.

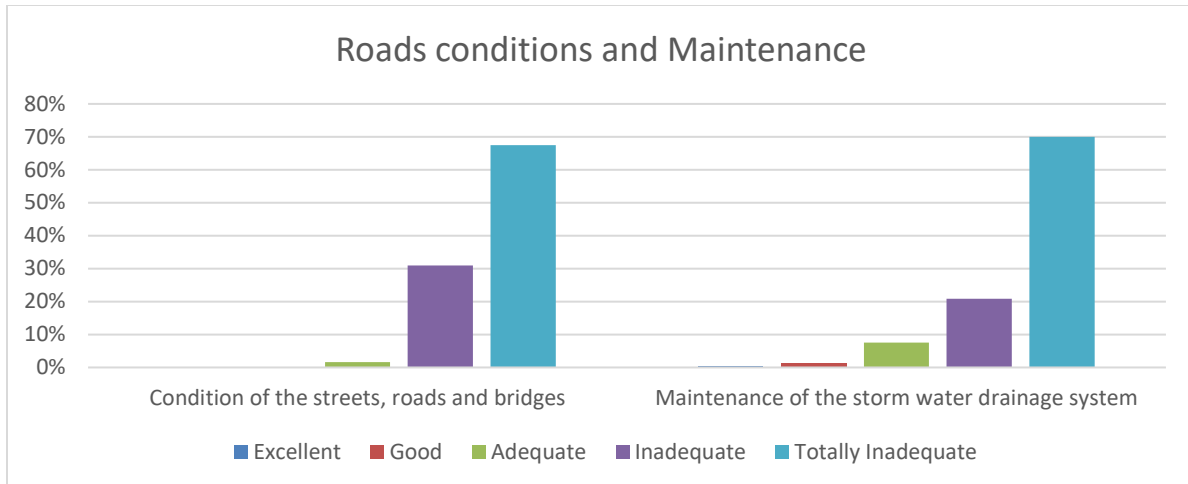


Figure 4: Condition of residential streets, roads, and stormwater systems

#### Provision of low-cost houses

Figure 5 depicts that 1%, 3%, 13% and 83% of respondents said the provision of low-cost houses is high, medium, average and low respectively.

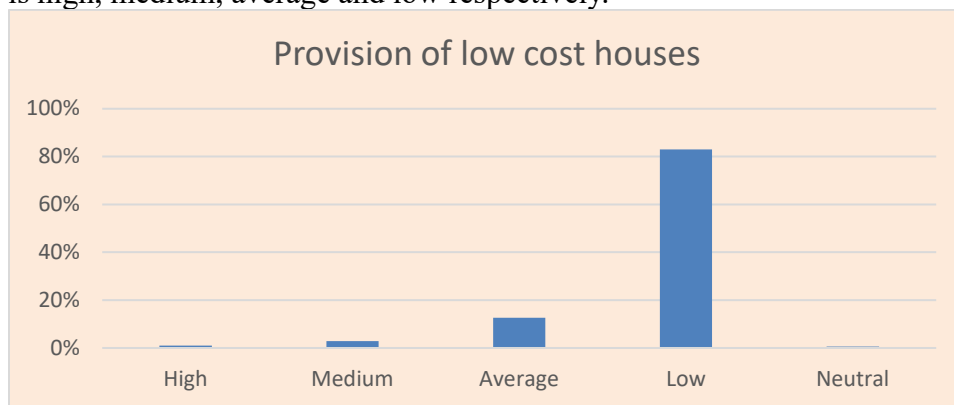
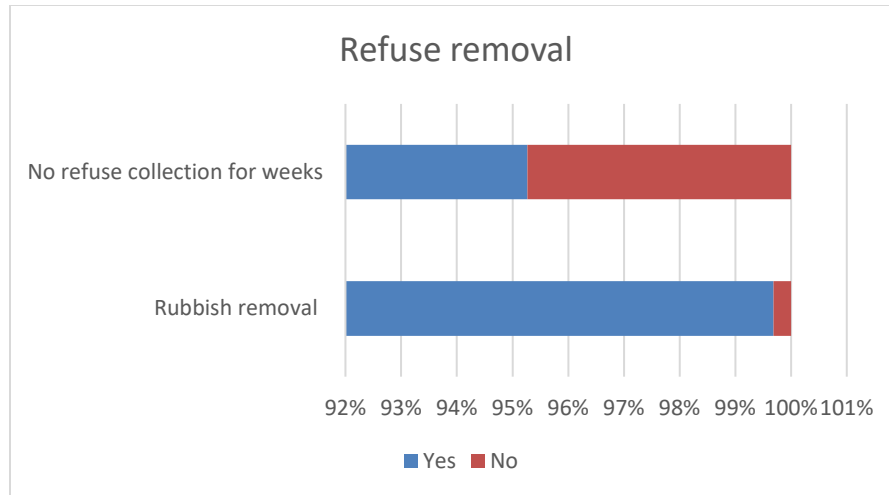


Figure 5: Provision of low-cost houses

Corruption and bribery are the course of low housing provision. Irrelevant and unskilled constructors are offered tenders and they do not offer quality work. Corruption of the leaders and incapability of councillors to ensure quality leads to low-cost provision of houses. Political influence and corruption in offering tenders accordingly or correctly, greed and bribery, is the reason for provision of low-cost housing. Projects/houses which could have been offered to the needy are left incomplete and most of the houses have fallen down due to cheap building materials used. No one is held accountable.

#### Refuse removal

Figure 6 depicts that 100% of respondents said yes respectively about getting rubbish removed. 95% and 5% of respondents said yes and no respectively about not getting the refuse collection for weeks.

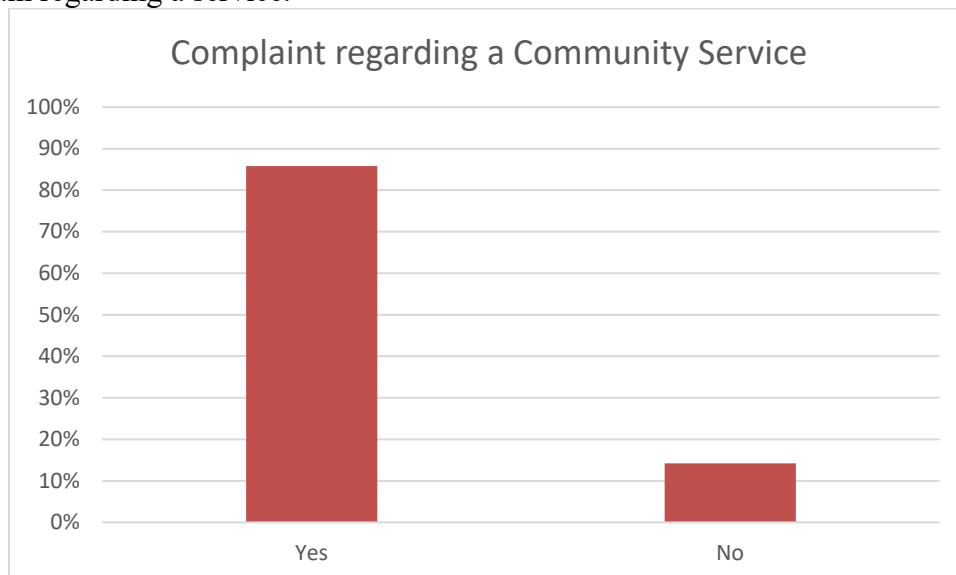


**Figure 6: Refuse removal**

There is serious lack of physical amenities. It's untrustworthy, unreliable and inconsistent. Collection of refuse is not consistent. Refuse sometimes is piled up for weeks without any notice. Dumping is a serious challenge and causes environmental pollution that causes health hazard. Sometimes refuse is not collected due to their truck breakdown. Standard of service delivery at Letlhabile is not satisfactory at all because refuse is not collected timeously. There's a slight difference/improvement compared to last year. At least they collect refuse on scheduled days.

#### *Complaint regarding a community service*

Figure 7 depicts that 86% and 14% of the respondents said yes and no respectively to complain regarding a service.



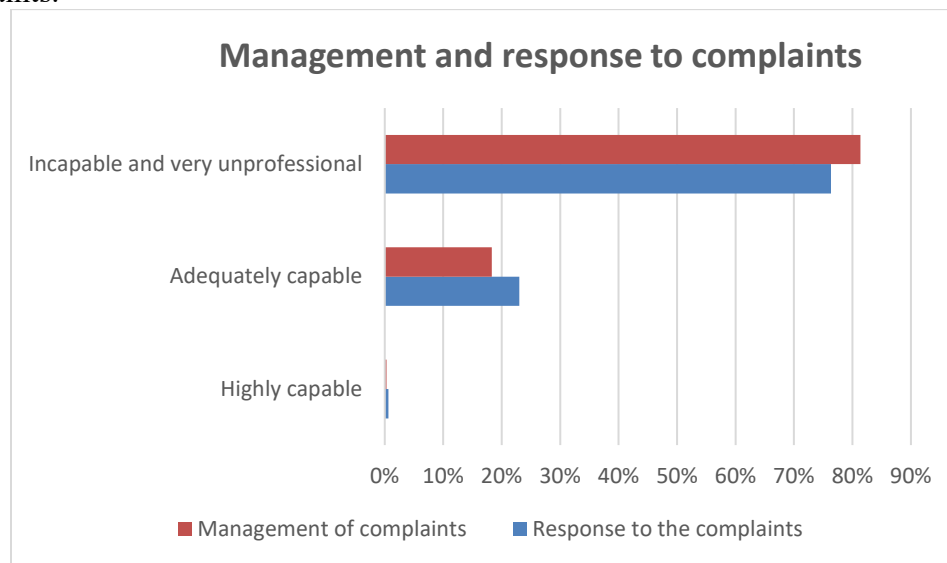
**Figure 72: Complaint regarding a community service**

Many times, the community complaint to the municipality about poor service delivery. Protest marches have been held; petitions written but the condition of poor service delivery

does not change for the better. Our local clinic is flooded by neighbouring villages' people and there is shortage of staff members to deal with many patients effectively. Many complaints were made to the municipality in community and Ward meetings to our councillors but there no change at all. Madibeng municipality has no leadership that has the interest of the customers at heart. They have not addressed the complaint satisfactorily. Madibeng municipality is ineffective and incapable in dealing with customers' basic needs and complaints.

### **Management and response to complaints**

Figure 8 depicts that 1%, 23% and 76% of the respondents said they were highly capable, adequately capable and incapable respectively to respond to complaints. 18% and 81% of the respondents said they were adequately capable and incapable respectively to manage complaints.



**Figure 8: Management and response to complaints**

Some or most workers are incapable because they are not trained, supervised, monitored and evaluated on their performance. Madibeng employees need strict managers who will monitor evaluate their performance. Employees need continuous training to deal with customer's needs. Madibeng workers need serious internal continuous development training to assist them to improve their performance for the better. Workers dealing with people lives should be pro-active, eager, willing and dedicated to assist customers.

In overall, figure 27 depicts that:

1%, 1%, 95% and 3% of the respondents said they were satisfied but need improvement, neutral, extremely dissatisfied, and poor with room for improvement respectively regarding water service delivery.

44%, 7%, 2%, 39% and 8% of the respondents said they were satisfied but need improvement, extremely satisfied, neutral, extremely dissatisfied, and poor with room for improvement respectively regarding electricity service delivery.

2%, 31% and 68% of the respondents were neutral, extremely dissatisfied, and poor with room for improvement respectively regarding the condition of the streets, roads and bridges.

1%, 8%, 21% and 70% of the respondents said they were extremely satisfied, neutral, extremely dissatisfied, and poor with room for improvement respectively regarding the maintenance of the stormwater drainage system.

42%, 12%, 2%, 28% and 15% of the respondents said they were satisfied but need improvement, extremely satisfied, neutral, extremely dissatisfied, and poor with room for improvement respectively regarding refuse removal services.

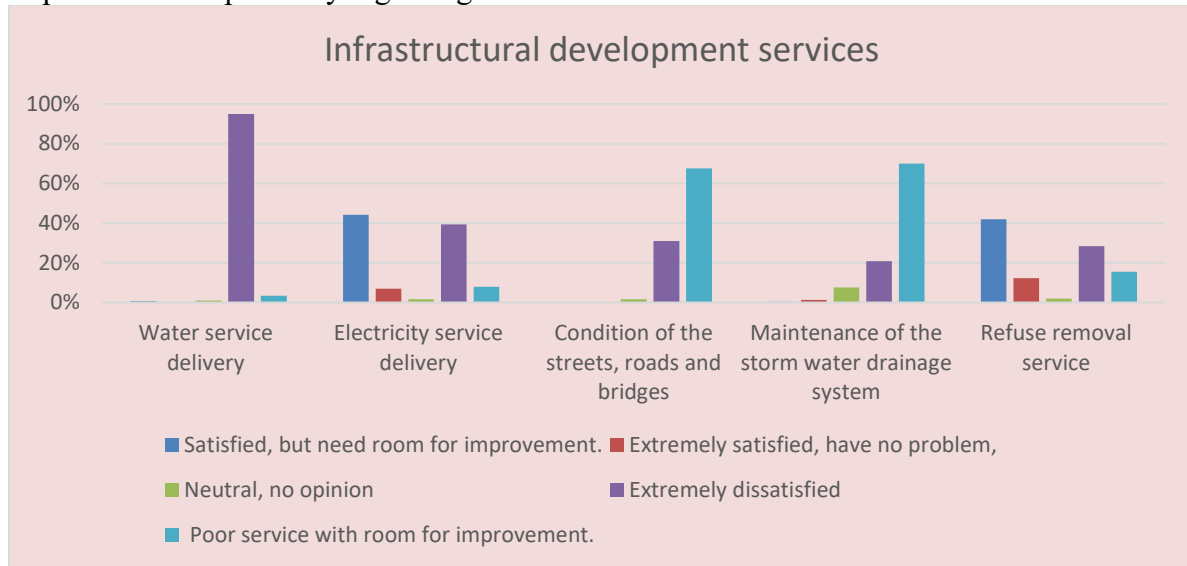


Figure 9 : Infrastructural development services

## Conclusion

Poor service delivery is a factor in service supply protests following the above data analysis. Communities protest in retaliation because the municipality is unable to deliver necessary services. There is a connection between providing effective and high-quality services, employee abilities, effective leadership, accountability, responding to customer needs, dedication to their jobs, and services for infrastructure development. Good leadership is key for efficient service delivery. Corrupt activities should be punishable by law because corruption destroy socio economic development and social cohesion. Madibeng Local Municipality requires an overhaul of its governance system through strong audit to see how to save it from where it is now. A strong Management information system is needed and those in office should be held responsible for decision taken.

## References

1. Asencio, H. 2016. *Leadership, trust and organisational performance in the public sector*. Dominquez Hills, California USA.
2. Boateng, P.A., Addai, E.K., Amoako, E.P., and Batola, D. 2018. *Antecedents of Authentic Leadership and Organisational Citizenship Behaviours*. Article in Human Resource Management Journal: Valley View University of Science AND Technology.
3. Khale, S., and Worku, Z. 2013. *Factors that affect service delivery in Gauteng and North West Provinces of South Africa*. African Journal of Science, Technology, Innovation and Development, 2013 Vol. 5 No:1, 61-70. <https://hdl.handle.net/10520/EJC150233>

4. Mbandlwa, Z., Dorasamy, N., and Fagbadebo, 2020. *Ethical Leadership and the Challenges of Service Delivery in South Africa: A Discourse*. Department of Public Management and Economics; Durban University of Technology, South Africa
5. Rigii, G.P. 2017. *Leadership Qualities and Service Delivery: A critical review of literature*. University of Nairobi, Kenya.
6. Bligh, M.C. 2017. *Leadership Research and Trust Gate*. DOI: 10.1007/978-3-319-31036-7 2 Retrieved from <https://www.researchgate.net/publication/318031230>.
7. Cupin, B. 2022. "Significant decliner" PH drop two places in 2021. *Corruption Perception Index*". Retrieved 4 February 2022
8. Creswell, J.W., and Creswell, J.D. 2018. *Research design* (5<sup>th</sup>ed.). SAGE Publications.
9. Fourie, D. 2018. *Ethics in municipal supply chain management in South Africa*. Local Economy, 33(7): 726-739. gaps–reason. <https://doi.org/10.1177/0269094218809598>
10. Le, C., Janice, D., Jesper, F., and Rachana, K. 2014. *What does Service delivery really mean?*
11. Lee, J.J., Cho, J., Baek, Y., Pillay, R. and Oh, S.H. 2019. *Does ethical leadership predict followers' outcomes above and beyond the full - ranges leadership model and authentic leadership? : An organisational commitment perspective*. Springer science and Business Media, LLC, part of Springer Nature 2019.
12. Makanyeza C., Kwandayi, H.P., and Ikobe, B.N. 2013. *Strategies to improve service delivery in local authorities: International Journal of Information Technology and Business Management*. July 2013. Vol. 15 No. 1
13. Masuku, M.M., and Jili, N.N. 2019. *Public service delivery in South Africa: The political influence at local government level*. Department of Development Studies. North West University. Mahikeng, South Africa.
14. Mbandlwa, Z., Dorasamy, N., and Fagbadebo, 2020. *Ethical Leadership and the Challenges of Service Delivery in South Africa: A Discourse*. Department of Public Management and Economics; Durban University of Technology, South Africa.
15. *Municipal Performance Management Framework 2009*. City of Johannesburg.
16. *Municipal Research And Service Centre 1993*. Public Records Act FAQs in Washington State.
17. Maree, K., and Pietersen, J. 2016. Sampling in K. Maree (Ed.), *First Step in Research* (2<sup>nd</sup> Edn., pp. 192-202). Pretoria: Van Schaick.
18. Nadan, G.S. 2010. *Determinants of customer satisfaction of service quality: A study of railway platforms in India*. Motilal Nehru National Institute of Technology.
19. Naher, N., Hoque, R., Hassan, M.S., Balaban, D., Admas, A.M., and Ahmed, S.M. 2020. *The Influence of corruption and governance in the delivery of frontline health care services in the public sector: A scoping review of current and future prospect in low and middle-income countries of Sout and South-East Aisa*. BMC Public Health.
20. Ndevu, Z., and Muller, K. 2018. *A conceptual Framework for Improving Service Delivery at Local Governments in South Africa*. School of Public Leadership: Stellenbosch University, South Africa.
21. Rigii, G.P. 2017. *Leadership Qualities and Service Delivery: A critical review of literature*. University of Nairobi, Kenya.
22. Rolland M. 2018. "A change management framework to sustain administrative effectiveness after municipal elections" University of South Africa.
23. Sahin, S.K., and Ergün, E. 2015. *The relationship between selected service quality factors in Turkish Municipalities and customer satisfaction*. Gebze Technical University.
24. Sharma, M.K., and Jain, S. 2013. *Leadership Management: Principles, models, and theories*. Global Journal of Management and Business Studies, 3(3), pp. 309-318.
25. Saunders, M., Lewis, P. and Thornhill A. 2019. *Research Methods for Business* Students. Pearson, New York.



This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution - Non Commercial - No Derivatives 4.0 International License.